
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS-232/Central Services-Grounds Maintenance

Contact Person/Phone: James Hisano/831-6734

I. Goal

The program will strive for quality and consistency in the delivery of groundskeeping, tree trimming, and refuse pickup services. Program activities will reflect a continuing commitment towards cost efficiency, productivity, relevancy, and timeliness of services.

II. Objectives and Policies

As a means of attaining the stated goal, the program will implement the following objectives:

- A. Maintain an 80% or higher customer satisfaction rating as measured through surveys of groundskeeping, tree trimming and refuse pickup services.
- B. Within a five-year period, incrementally move from a baseline 80% rating to a 90% or higher rating in meeting established standards.
- C. In order to meet the stated goal and objectives, the program has, or will implement the following action plan which has been developed.
 - 1. Create and maintain standards for affected program activity. Validate standards against industry comparable or other public sector agencies.
 - 2. Develop internal inspection standards and processes to confirm that standards are being maintained and conduct periodic user surveys to gauge customer satisfaction.
 - 3. Conduct training for groundskeeping staff to assure proper knowledge of program standards and effective work technique.
 - 4. Implement and maintain a planned beautification program to revitalize assigned grounds.
 - 5. Implement systematic repair/renovations of irrigation systems at assigned facilities.

6. Develop a tangible record keeping system, i.e., use of work orders or work tickets to validate the type and quantity of work performed by staff.
7. Develop a process to periodically evaluate standards and validate the internal inspection process.
8. Identify the types of equipment that will facilitate workflow and increase productivity, e.g., larger mowers, blowers, etc.
9. Develop a cyclical replacement program for equipment and vehicles to assure that the necessary tools are available to support program activity.
10. Through the Internet, develop and maintain a customer satisfaction survey for different program activities.

III. Action Plan and Timetable

A. Past Years Accomplishments

Highlights of the past year's program activities are as follows:

1. Based on recommendations received from a certified arborist, the program initiated the removal and replacement of coconuts and other palms at Iolani Palace, the Eternal Flame, Vineyard Street Parking Structure and the Waikiki-Kapahulu Library for health and safety reasons.
2. Initiated landscape projects at the Vineyard Street Parking Structure, and the Leiopapa a Kamehameha, the Kalanimoku and the Kekuanaoa buildings to reduce maintenance requirements.
3. Completed the reorganization of the program to address staff losses due to reduction-in-force and Legislative action.
4. Completion of the installation and staff training of Weather Trax, an irrigation control system that will allow the program to maximize water conservation at 10 major state office buildings in the downtown civic center area.

B. Year One and Two

In addition to the above, work continues in the following areas:

1. Recruitment and filling of staff vacancies.
2. Develop a training program for the Groundkeeper I's to provide the necessary skills to repair irrigation systems.
3. Continued refinement of the internal inspection process to identify areas that require additional attention and to validate performance levels of the groundskeeping staff.
4. Develop an online customer satisfaction survey for the various program activities.

C. Year Three Through Five

The program will follow-up on unfinished objectives and any new initiatives that may be identified. As needed, priority items will be expedited.

IV. Performance Measures

A. Customer Satisfaction Measure

A semi-annual written survey/evaluation for the program's target groups will be distributed. Any areas of concern identified through this survey will be immediately addressed.

B. Program Standard Measure

Standards comparable to the private sector will be formulated and monitored through internal staff inspections. Areas of concern will be corrected through established response criteria.

C. Cost Effectiveness Measure

Private sector costs will be solicited and maintained to assure competitiveness. Additionally, annual costs will be monitored and any significant variance in expenditures shall be evaluated and corrective measures implemented as needed.